



# **Competitive Development (CDG) Group Program**

# Mentoring

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# Definition

- **Mentoring is a sharing process and relationship in which a more experienced professional guides and coaches a less experienced employee in meeting developmental goals related to enhanced performance and career development.**
- **Mentoring is a flexible and fluid face-to-face process that requires commitment and dedication from both the mentor and protégé.**

# What is Mentoring?



- **A learning partnership**
- **Teaching through collaboration and consultation**
- **A growth relationship - continuous support**

# Mentor Roles and Responsibilities

## A Mentor:

- *Fosters trust through concern about others and helps their protégé to grow and succeed.*
- *Is viewed as competent and a role model by others and is committed to the success of the organization.*
- *Is willing to share knowledge and insight with others, specifically the hard learning experiences.*

# Mentor Roles and Responsibilities

## A Mentor:

- *Offers risk-free advice and counsel.*
- *Values diversity and respects others.*
- *Provides candid and constructive feedback.*

The best mentors have the leadership qualities of being able to motivate others and show great flexibility and strength in facing work challenges.

# Protégé Roles and Responsibilities

## A Protégé:

- *Must be able to define their needs clearly.*
- *Is receptive to feedback and open to learning from mistakes.*
- *Must take responsibility and display commitment.*
- *Is willing to share their specific skill sets and experience.*
- *Must take risks in order to develop greater professional strengths.*

The goal is to develop the protégé into an independent worker with good decision

# Organizational Benefits



- **Assimilates the Protégé into the socialization processes and mores of the organization quickly.**
- **Provides a nurturing environment for inexperienced employees to grow and learn.**
- **Expands the skill set of the existing workforce a little cost.**
- **Greater effectiveness in recruitment, retention and job satisfaction.**
- **Fosters more effective communication throughout all levels of the organization.**



# Organizational Benefits



- **Supports the concept of continuous learning.**
- **Allows for multi-directional learning and growth - everyone benefits.**
- **Encourages knowledge sharing/management.**
- **Greater potential for objective, unbiased feedback and evaluation throughout the organization.**
- **Provides opportunities to practice and develop leadership, communication,**

# Stages of Mentoring

1. **Building** - Partners (Mentor and Protégé) become acquainted and informally explore their common interests, values, professional perspectives.
2. **Development** - The pair begins to develop goals mutually and to clarify expectations.
3. **Implementation** - The bond between Mentor and Protégé begins to deepen. The Mentor becomes a sounding board and trusted confidant, helping the Protégé to feel safe and free to take risks and move beyond his/her comfort zone.
4. **Confirmation** - The Protégé's self-sufficiency and completion of goals will signal the conclusion of the formal aspects of the relationship. The relationship evolves informally into a perceived friendship - Mentor and Protégé treat each other as equals and take pride in each other's accomplishments.

# Success Factors



- **Communication -**

- **Setting clearly defined goals and expectations together ensures Protégé buy-in and creates a sense of ownership of the process.**
- **Paves the way for constructive feedback to be readily accepted and acted upon.**

- **Partnership - Built on mutual respect and trust between each other.**

- **Openness - A successful Mentor/Protégé relationship will result in both parties learning from each other.**



# CECOM Acquisition Center Our Ingredients To Success

**PROACTIVE  
APPROACH TO  
CONTRACTING  
EXCELLENCE**



**THROUGH**

**PEOPLE  
AUTOMATION  
CONTINUOUS PROCESS  
IMPROVEMENT  
EDUICATION**